



north lake tahoe

Chamber | CVB | Resort Association

P O Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8700 ~ Fx 530-581-8762

AGENDA AND MEETING NOTICE MARKETING COMMITTEE Tuesday January 24th 2012 TAHOE CITY PUBLIC UTILITY DISTRICT – TAHOE CITY

NLTRA Mission

"to promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."

NLTRA Tourism Division Mission

"to promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating Transient Occupancy Tax (TOT) revenues, sales tax revenues, and maximizing the exposure and promotion of North Lake Tahoe on a regional, national and International level."

Meeting Ground Rules

- Be Prepared
- Engage in Active Listening
- Be Respectful of Others
- No Surprises
- It is OK to Disagree
- Acknowledge Comments, but Do Not Repeat Comments

Marketing Committee Members

NLTRA Board:

Eric Brandt, Primary
Alex Mourelatos, Alt.

Committee

Members:

Heather Allison
Deb Dudley
Deanna Gescheider
Kevin Hickey
Julie Maurer
Becky Moore
Les Pedersen
Davy Ratchford
Marguerite Sprague
Brett Williams

Placer County Rep:

Jennifer Merchant

Quorum

6 Board Members
with 1 Board
Member

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

- A. Call to Order – Establish Quorum
- B. Public Forum: Any person wishing to address the Marketing Committee on items of interest to the Committee not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Committee on items addressed under Public Forum. (3 min)
- C. Agenda Amendments and Approval (2 min)
- D. Approval of Marketing Meeting Minutes – November 28th, 2011 (3 min)
- E. Welcome and Introduction of New Committee Members (5 min)
- F. Election of 2012 Marketing Committee Chair (5 min)
- G. Presentation on Lake Tahoe Public Television Opportunity – Chuck Moss, Lake Tahoe Accommodations (15 min)
- H. Discussion and Possible Action to Appoint the North Lake Tahoe Resort Association Marketing Cooperative Committee Members – (15 min)
- I. Update on Efforts Related to Snow Conditions – Andy Chapman (15 min)
- J. Presentation on North Lake Tahoe Advertising Tracking Report – Andy Chapman (30 min)
- K. Presentation on Email Survey Resorts – Smith and Jones (15 min)

L. Review of Agency RFP – Andy Chapman (15 min)

M. Departmental Reports

- Advertising
- Conference Sales
- Leisure Sales
- Special Projects
- Website Content
- Social Marketing
- Public Relations

N. Committee Member Comments (5 minutes)

O. Standing Reports (posted on www.nltra.org)

- December MTRiP Report
- December SEO Report
- December Web/GeoTracking Report
- December Lodging Referral Report
- November Reno Tahoe International Airport Report
- Conference Activity Report

Posted and Emailed



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MARKETING COMMITTEE MEETING MINUTES

November 28, 2011 – 1 pm

North Tahoe Event Center Kings Beach

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Heather Allison, Kevin Hickey, Les Pedersen, Julie Maurer and Becky Moore

RESORT ASSOCIATION STAFF: Sandy Evans-Hall, Andy Chapman, Jeremy Jacobson, Judy Laverty and Emily Sullivan-Detwiler

OTHERS IN ATTENDANCE: Wendy Hummer, Kerstin Plemel, Shelley Fallon and Pettit Gilwee

I. MEETING OF THE MARKETING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The Marketing Committee meeting was called to order at 1:08 pm by Chair Les Pedersen and quorum was formed.

2.0 PUBLIC FORUM

- 2.1 None

3.0 AGENDA AMENDMENTS AND APPROVAL

- 3.1 M/S/C (Parson/Allison) (7/0) to approve the agenda.

4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON OCTOBER 25, 2011

- 4.1 M/S/C (Parson/Pedersen) (6/0) to approve the Marketing Committee meeting minutes from October 25, 2011.

5.0 REVIEW AND DIRECTION ON NORTH LAKE TAHOE MARKETING COOPERATIVE AGREEMENT RENEWAL TIMELINE AND ISSUES DISCUSSION

- 5.1 Andy stated that the North Lake Tahoe Chamber, CVB, Resort Association and the Incline Village Crystal Bay Visitors Bureau have been involved in a regional marketing cooperative since 2006. The original agreement was for 3 years which was followed up by a second 3 year agreement. At this time there is 8 months left in the current agreement so staff is looking for direction from the Marketing Committee to determine the next steps. The Marketing Committee needs to bring forth suggestions to the NLTRA Board in March of 2012.
- 5.2 The Committee was in agreement that the Marketing Cooperative has benefited the association. They discussed conducting a workshop to discuss the Co-op and noted some of the benefits.
- There are more marketing funds
 - Marketing Incline alongside North Lake Tahoe ads a benefit by offering more things to do and see at Lake Tahoe
 - With the Co-op there is a stronger marketing message

Incline and North Lake Tahoe both spend the same amount of dollars on the same marketing buys so it makes more sense to have the Co-op in place. The summer activities in Incline help sell revenue, dividing the North Shore into two is confusing to the consumer. The messages produced through the Co-op campaigns are balanced between North Lake Tahoe and Incline. Andy stated that from a consumer's prospective Tahoe is one destination. He said that staff is in the process of conducting marketing research and the information produced from the research can be used to evaluate the effectiveness of the Co-op. The Marketing Committee can then present the results to the NLT Chamber, CVB, Resort Association Board and then they can present it to the Placer County Board of Supervisors.

- 5.3 The Committee suggested compiling data that shows the value of the Co-op. The contract should be more defined (not just 45%). There is a perception that the NLTRA staff conducts most of the work for the entire Co-op. They suggested creating a report explaining the balance of funds and work level between Incline and North Lake Tahoe. The Committee stated that working together with Incline makes North Lake Tahoe more competitive.
- 5.4 In January the Marketing Committee will review the statistics from the marketing research conducted, the Marketing plan and benchmarks from competitors. The report will have detailed information consisting of rooms vs. funding (future growth and TOT) and staffing resources.

Action: This will be a standing item for future meetings

6.0 UPDATE ON SAN DIEGO WINTER CAMPAIGN

- 6.1 Andy stated that the San Diego Ski Campaign is up and running for 2011/2012. There are four ski resorts included in the campaign: Squaw Valley, Alpine Meadows Resort, Mount Rose-Ski Tahoe and Homewood Mountain Resort. Wendy stated from ad advertising standpoint they did a two page print spread, a 5-station radio buy, internet buys on Sandiego.com, facebook, signonsandiego.com and travel spike.com. This is the first time that they have been able to purchase internet for this campaign. They have also purchased a banner in the San Diego Airport. This is a \$99,000 campaign with 60% funded by the Coop and the rest through partners of skinorthtahoe.com. The Committee was satisfied with the campaign.

7.0 UPDATE ON NORTH LAKE TAHOE NORDIC CAMPAIGN

- 7.1 Andy stated that he and Jeremy have been working with the Nordic ski area operators to produce a Nordic marketing campaign. The information on GoTahoeNorth.com has been expanded and a paid search has been added. This campaign is linked up to Search and Rescue and Tahoe Nordic. They are branding North Lake Tahoe as having the most diverse and broad scope of Nordic trails. They are also working on producing a regional map in conjunction with a 'Google Earth' map highlighting all of the individual resorts. This map will be distributed to all of the lodging partners; Nordic resorts and be available to visitors year round. They are looking at producing an interchangeable ticket in the future.
- 7.2 The Committee suggested using better imagery in the Nordic marketing ads. There were some questions; is this program for the long haul and should marketing be focused on the drive market rather than the destination. The Committee stated that there are lots of opportunities concerning events in relation to Nordic Skiing.

8.0 DISCUSSION ON MARKETING COMMITTEE LAY MEMBER APPOINTMENT PROCESS

8.1 Andy stated that each of the North Lake Tahoe Chamber, CVB, Resort Associations Committee's can have up to 15 total Committee members. The Committee questioned the reasoning behind increasing the number of Lay Members in the Committees. Sandy replied by increasing the number of members on each Committee more people in the community are involved. The Committees will also have greater business diversity. The more people involved with the Committee the more advocacies you have helping to obtain the set goals. All of the Committee members do not attend every meeting so having more members is beneficial for decision making.

8.2 The Committee agreed to add more Marketing Committee seats. They suggested having 9 Lay Members be on the Marketing Committee with expansion on member focus such as activity, recreation, DMC, retail, events, restaurants and small business owners.

8.3 **M/S/C (Parson/Maurer) (6/0) to increase the Marketing Committee Lay members from 7 to 9 adding 3 new Lay Members. (In 2012 pool C will drop at the end of the term).**

9.0 **DISCUSSION AND POSSIBLE ACTION TO CANCEL DECEMBER 27TH MARKETING MEETING**

9.1 **M/S/C (Moore/Parson (6/0) to cancel the December 27th Marketing Meeting.**

10.0 **DEPARTMENTAL REPORTS-**

10.1 **Advertising-** Smith and Jones reported on the marketing plan located in the Marketing Packet for November 2011. The Winter Marketing Campaign is in full swing. They have been trying some new things with the direct response; they also conducted an email readership survey that they will review at the next meeting.

10.2 **Conference Sales-**The Conference Sales report is located in the Marketing Departmental Packet. They have gone through a series of interviews to hire the New Sales Manager and are looking to hire a candidate in the next week.

10.3 **Leisure Sales-**Jeremy reviewed the Leisure Sales report located in the Marketing Departmental Packet. Jeremy reported that he is wrapping up travel and trade shows; Liftopia in San Francisco and Ski.com in Sand Diego. He is departing on Wednesday to Colorado sales mission to train call centers.

10.4 **Special Projects-**Judy's report is located in the Marketing Departmental Packet. Judy was out on vacation in Australia.

10.5 **Web-**The report on the web is included in the Marketing Departmental reports. Shelly has been working on the Nordic Skiing page and there is a new Transit Page.

10.6 **Public Relations-**Pettit reported on the PR report located in the Departmental Reports section of the Marketing packet.

11.0 **STANDING REPORTS**

11.1 **The following reports were posted on www.nltra.org:**

- **OCTOBER MTRiP REPORT**
- **OCTOBER RENO TAHOE AIRPORT REPORT**
- **OCTOBER WEB/GEO TRACKING REPORT**
- **OCTOBER LODGING REFERRAL REPORT**
- **CONFERENCE ACTIVITY REPORT**

12.0 **COMMITTEE COMMENTS**

12.1 None

13.0 ADJOURNMENT

13.1 The Marketing Committee meeting adjourned at 2:55 pm.

Submitted By:
Emily Sullivan, Visitor Information Services Manager
North Lake Tahoe Resort Association



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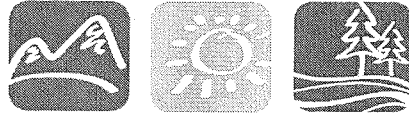
North Lake Tahoe Resort Association
January 24, 2012

BACKGROUND

The North Lake Tahoe Marketing Cooperative Committee is a cooperative marketing agreement between the NLTRA and the IVCBVB. This marketing cooperative committee is made up of four members of each organization. These members include the Executive Director, one community member, and two board members from each organization. NLTRA Committee members for the last year have been Sandy Evans Hall, Ron McIntyre, Deanna Gescheider and Les Pedersen. Members from the IVCBVB include Bill Hoffman, Nate Hardesty, Lee Weber Kock and Doug Brimm. Nate Hardesty is the current chair of the North Lake Tahoe Marketing Cooperative, however he will be leaving the area to take a new position with the Hyatt in Hawaii. A new Chair will be discussed at the next Coop meeting.

SITUATION

The NLTRA marketing committee will recommend for board approval a slate of coop committee members to include 2 board members, one community member and our Executive Director to serve for the 2012 term.



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North Lake Tahoe Resort Association January 24, 2012

BACKGROUND

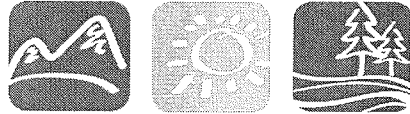
Over the last several weeks, staff and agency partners have been focusing efforts and resources on communicating current and accurate resort and snow information to not only our guest but also to our local community. This effort was initiated to insure a consistent message was being portrayed to the media in an attempt to head off any misinformation being distributed throughout the region. Additionally, staff and agency partners have been strategizing on efforts to convey a strong snow message once the weather patterns change to a winter snow pattern. Below is an overview of recent activities.

Pre Storm/Snow-Making Efforts

- Coordinated resort PR/Marketing meeting on Jan. 6th to discuss messaging and tactics
- 5 station Bay Area radio campaign week of Jan. 9th promoting snowmaking
- Conducted 8 live radio interviews on current conditions
- Consumer email blast to 35K database on current conditions
- Daily ski report on lifts and runs distributed to lodging and chamber members
- Multiple press releases on snow conditions and resort openings
- Reposting of resort video via NLT social channels
- Video taping of NLT spokesperson on current conditions
- Coordinated with Olympic Heritage Celebration to secure TV coverage of event
- Recorded VNR of Olympic Heritage Celebration Snow Dance for distributed

Post Storm/New Snow Efforts

- 5 station Bay Area radio buy to run January 23rd through February 3 promoting new snow conditions
- New snow Eblast distributed to 35k consumer database
- Scheduled live interviews with various radio and TV stations
- VNR distribution of newly shot content
- Distribution of new content via all social channels
- Regional Marketing Committee (RMC) commitment of \$60K for National Radio and TV Satellite Interview Tour
- Continuation of daily resort updates
- Introduction of 10 day event calendar notification for local chamber members
- Additional NLT Coop media resources to be placed in designated drive and destination markets



north lake tahoe

Chamber | CVB | Resort Association

North Lake Tahoe Resort Association

January 24, 2012

BACKGROUND

Staff and agency recently completed work with Strata Research out of San Diego on a comprehensive advertising awareness research project. This research project was conducted in both the San Francisco and Los Angeles markets in early December 2011. The research was designed to report the most current awareness and perceptions on the region. Specifically the research set out to:

1. Understand resort awareness and visitation, to include North and South Lake Tahoe preferences and perceptions
2. Learn of travel preferences, including year round activities
3. Gauge awareness and brand perception of North Lake Tahoe
4. Determine the impact of the Pure Experiences and North Lake Tahoe campaigns on the North Lake Tahoe brand
5. Evaluate the North Lake Tahoe logo and its ability to communicate brand identity
6. Identify opportunities to effectively evolve the North Lake Tahoe brand campaign
7. Track and trend any differences from previous research

SITUATION

Staff and agency will present an overview of the finds to the committee. In addition, staff will outline the next steps of research being coordinated to further evaluate the tourism product in North Lake Tahoe.



North Lake Tahoe Resort Association
January 24, 2012

BACKGROUND

Through the North Lake Tahoe Marketing Coop, we sent out an email survey to our email database in November 2011. The goal of the survey was to look for ways to improve open rates and click through rates, to determine consumer's views on more compelling and valuable email content, and to build our database. Information gleaned from this survey will be used to modify our email program.

SITUATION

Smith and Jones will review the results of the survey program and answer any questions from the committee.

NLT eMail Campaign Analysis

December 21, 2011

Summary

The North Lake Tahoe Coop. sends monthly eblasts. In 2011, the average open rate from April through September for consumer eblasts was 10.52%, and the average click thru rate was .78%.

In mid November 2011, an online survey was conducted to better understand NLT consumer eblast recipient's preferences. The goal is to increase both open rates and click thrus by delivering more compelling and valuable emails, while continuing to build the NLT email list. Based on survey findings and results from recent eblasts, smith + jones recommends the following:

1. Continue sending monthly eblasts, with a focus on deals and events.
 - a. Use deals and events in eblast subject lines
 - b. Keep content brief and compelling, focusing on top deals and events.
 - c. Include information and links to:
 - i. Seasonal outdoor activities
 - ii. Special festivals and events
 - iii. Couples and family activities/events
 - iv. Pamper packages
2. Send time-sensitive emails as needed, such as snow reports, contests, and special deals and events.
3. Develop plan and budget to segment email list by interest.
4. Continue to build email list through lead generation and social media followers and fans.
5. Continue testing best days and times to send specific eblasts; subject lines; types and number of offers/deals.
6. Ongoing competitive analysis of similar DMO email strategies (in process; will send as separate report)



Survey Results

A complete survey report is attached. To summarize findings:

- The survey was sent on October 14, 2011
- As of December 20, 2011, there were 175 respondents
- The top responses for each question follows:

As a recipient of North Lake Tahoe's monthly emails, what information is of interest to you? Please check all that apply.

1. Cool deals (dining, hotel, shopping, activities, etc.) at North Lake Tahoe 84.0%
2. Events at North Lake Tahoe 69.1%
3. Seasonal activities at North Lake Tahoe (i.e. biking, hiking, skiing, paddleboarding) 62.9%
4. North Lake Tahoe contests and giveaways 52.0%
5. Current news about North Lake Tahoe 50.3%

How often would you like to receive emails from North Lake Tahoe? Please check all that apply.

1. Whenever there is time-sensitive information to share, such as limited time offers 57.1%
2. One time per month 44.0%
3. Two times per month 25.7%

What do you like best about our current emails to you?

1. Upcoming events 42.3%
2. Cool Deals on lodging 26.9%
3. Special events 21.1%

What is the most important thing we can do to improve our emails to you?

1. Include tips for outdoor activities at North Lake Tahoe 28.6%
2. Only send me information I am interested in, such as skiing, paddleboarding, or food & wine 23.4%
3. Make the emails shorter with links to learn more 22.9%

Have you ever planned a trip to North Lake Tahoe as a result of an email from us?

1. No 52.0%
2. Yes 48.0%

What is the best way for North Lake Tahoe to communicate with you? Please check all that apply.

1. Email 99.4%
2. Facebook 5.1%

How many times do you visit Lake Tahoe per year?

1. 1 to 2 48.6%
2. 5 or more times 26.9%

What time of year do you like to visit Lake Tahoe? Please check all that apply.

1. Winter 67.4%
2. Summer 64.6%
3. Fall 44.0%
4. Spring 37.7%

What outdoor activities do you participate in?

1. Hiking 65.7% 115
2. Skiing 61.1%
3. Biking 48.0%
4. Kayaking 25.1%
5. Golf 22.3%

What other activities are you interested in at North Lake Tahoe. Please check all that apply.

1. Music festivals 62.3%
2. Couples get aways 53.7%
3. Culinary events 38.9%
4. Spa and pampering packages 37.7%
5. Family-oriented activities 36.0%
6. Sporting events (i.e. bike races) 32.0%
7. Art shows 28.0%
8. Pet-friendly activities 23.4%












Review of December 2011 email performance

In December 2011 NLT sent four different email campaigns. Those with the highest open rate and click thrus shared the following:

1. Targeted email list
2. Subject line specific to that targeted list
3. Subject line with a deal, offer, or invitation

Email	Sent	Subject line	#Recipients	Open rate%	Click thru rate%	Top click through links
December enews (A/B split to test subject line)	Dec-07-2011 4:30 PM	Winter Deals & Events at North Lake Tahoe	12,929	11.79	1.20	http://www.gotahoenorth.com/cool-deals/interchangeable-lift-ticket
December enews (A/B split to test subject line)	Dec-07-2011 4:30 PM	December Deals & Events at North Lake Tahoe	8,019	10.41	1.35	http://www.gotahoenorth.com/cool-deals/interchangeable-lift-ticket
December 2011 eNews (A/B split to test day/time send)	Dec-08-2011 1:30 PM	Winter Deals & Events at North Lake Tahoe	14,609	9.78	.93	http://www.gotahoenorth.com/cool-deals/interchangeable-lift-ticket
Dec. SD Ski Coop	Dec-13-2011 1:30 PM	Winter Offer for San Diegans	159	41.5	11.95	http://SkiNorthTahoe.com
Mountain Symposium	Dec-14-2011 4:30 PM	Explore North Lake Tahoe	45	57.78	0	
Dec. Snowmaking	Dec-19-2011 4:01 PM	Tons of Snow at North Lake Tahoe	31,245	11.30	.87	http://www.gotahoenorth.com/skiing-and-boarding/mt.-rose http://www.gotahoenorth.com/cool-deals/interchangeable-lift-ticket http://www.gotahoenorth.com/skiing-and-boarding/northstar-california

1. As a recipient of North Lake Tahoe's monthly emails, what information is of interest to you? Please check all that apply.

		Response Percent	Response Count
Cool deals (dining, hotel, shopping, activities, etc.) at North Lake Tahoe		84.0%	147
Events at North Lake Tahoe		69.1%	121
Seasonal activities at North Lake Tahoe (i.e. biking, hiking, skiing, paddleboarding)		62.9%	110
Current news about North Lake Tahoe		50.3%	88
Current reviews about North Lake Tahoe		27.4%	48
North Lake Tahoe contests and giveaways		52.0%	91
Photos and videos from North Lake Tahoe		38.9%	68
Tips and trends for visiting North Lake Tahoe		45.7%	80
Other (please specify)		5.7%	10
		answered question	175
		skipped question	0






2. How often would you like to receive emails from North Lake Tahoe? Please check all that apply.

		Response Percent	Response Count
One time per month		44.0%	77
Two times per month		25.7%	45
Whenever there is time-sensitive information to share, such as limited time offers		57.1%	100
Whenever there is weather-related news, such as snow fall or temperature changes		24.0%	42
Other (please specify)		2.3%	4
answered question			175
skipped question			0

3. What do you like best about our current emails to you?

		Response Percent	Response Count
Cool Deals on lodging		26.9%	47
Upcoming events		42.3%	74
News videos		4.6%	8
Special events		21.1%	37
Other		5.1%	9
Please provide more information here about what you like best in our current emails.			9
answered question			175
skipped question			0

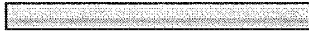
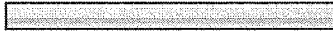
4. What is the most important thing we can do to improve our emails to you?

		Response Percent	Response Count
Only send me information I am interested in, such as skiing, paddleboarding, or food & wine		23.4%	41
Make the emails shorter with links to learn more		22.9%	40
Provide more in-depth information		14.9%	26
Include tips for outdoor activities at North Lake Tahoe		28.6%	50
Other		10.3%	18

Please provide more information about how we can improve our emails to you. 21

answered question	175
skipped question	0

5. Have you ever planned a trip to North Lake Tahoe as a result of an email from us?

		Response Percent	Response Count
Yes		48.0%	84
No		52.0%	91
answered question	175		
skipped question	0		


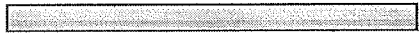



6. What is the best way for North Lake Tahoe to communicate with you? Please check all that apply.

		Response Percent	Response Count
Email	<input checked="" type="checkbox"/>	99.4%	174
Facebook	<input type="checkbox"/>	5.1%	9
Twitter	<input type="checkbox"/>	1.1%	2
SMS Texts	<input type="checkbox"/>	0.0%	0
Other (please specify)			0
answered question			175
skipped question			0










7. How many times do you visit Lake Tahoe per year?

		Response Percent	Response Count
1 to 2	<input checked="" type="checkbox"/>	48.6%	85
3 to 4	<input type="checkbox"/>	16.0%	28
5 or more times	<input type="checkbox"/>	26.9%	47
I have not been to Lake Tahoe yet	<input type="checkbox"/>	8.6%	15
answered question			175
skipped question			0










8. What time of year do you like to visit Lake Tahoe? Please check all that apply.

		Response Percent	Response Count
Spring		37.7%	66
Summer		64.6%	113
Fall		44.0%	77
Winter		67.4%	118
I have not been to Lake Tahoe yet		6.9%	12
answered question			175
skipped question			0

9. What outdoor activities do you participate in?

		Response Percent	Response Count
Skiing		61.1%	107
Snowboarding		18.9%	33
X-country skiing		14.3%	25
Biking		48.0%	84
Kayaking		25.1%	44
Paddleboarding		13.7%	24
Hiking		65.7%	115
Golf		22.3%	39
Other (please specify)		22.3%	39
answered question			175
skipped question			0

10. What other activities are you interested in at North Lake Tahoe. Please check all that apply.

		Response Percent	Response Count
Culinary events		38.9%	68
Art shows		28.0%	49
Music festivals		62.3%	109
Sporting events (i.e. bike races)		32.0%	56
Family-oriented activities		36.0%	63
Pet-friendly activities		23.4%	41
Couples get aways		53.7%	94
Spa and pampering packages		37.7%	66
Other (please specify)		8.0%	14
		answered question	175
		skipped question	0

Page 2, Q1. As a recipient of North Lake Tahoe's monthly emails, what information is of interest to you? Please check all that apply.

1	I am a local business owner in Truckee called Summit Soiree so I would like emails with information related to small business owners in Tahoe/Truckee	Nov 30, 2011 8:08 PM
2	ski deals	Nov 19, 2011 5:29 PM
3	Rental properties	Nov 18, 2011 9:51 AM
4	special deals on renting condos on weekly basis	Nov 17, 2011 8:42 PM
5	Package Air-Hotel-Transfers deals	Nov 16, 2011 11:13 PM
6	link to on-line itinerary.	Nov 16, 2011 10:01 PM
7	We are always looking for discount lift tickets, but do not like the 6 pack because Sierra at Tahoe included.	Nov 16, 2011 3:50 PM
8	lodging prices	Nov 16, 2011 12:12 PM
9	job opportunities....housing...etc	Nov 16, 2011 11:14 AM
10	anything about pets and their visit to N. Lk. Tahoe	Nov 16, 2011 10:28 AM

Page 2, Q2. How often would you like to receive emails from North Lake Tahoe? Please check all that apply.

1	Whenever there's news, any type; kept short, no hype please, just info.	Nov 21, 2011 8:50 PM
2	anytime	Nov 17, 2011 4:30 PM
3	same as I do now	Nov 16, 2011 11:03 AM
4	once per season	Nov 16, 2011 10:53 AM

Page 2, Q3. What do you like best about our current emails to you?

1	News items in advance	Nov 21, 2011 8:50 PM
2	skiing	Nov 19, 2011 5:29 PM
3	everything	Nov 17, 2011 4:30 PM
4	specials	Nov 17, 2011 2:11 AM
5	like to now all about snowfest eventsin and around north tahoe.	Nov 16, 2011 5:09 PM
6	Mainly interested in skiing information	Nov 16, 2011 2:12 PM
7	snow reports web cams	Nov 16, 2011 2:00 PM
8	your emails are nudge to look into a Tahoe trip	Nov 16, 2011 10:43 AM
9	they are very informative	Nov 16, 2011 10:42 AM

Page 2, Q4. What is the most important thing we can do to improve our emails to you?

1	I'm ok with the current newsletter	Nov 28, 2011 11:57 AM
2	News on Photo exhibits/contests; or photo opportunities such as fall colors, snow scenes, etc	Nov 26, 2011 9:58 AM
3	Rental property	Nov 18, 2011 9:51 AM
4	I think you guys are doing a great job	Nov 17, 2011 4:30 PM
5	I think I get what I want out of the Emails. Don't change anything.	Nov 17, 2011 9:53 AM
6	more hotel discounts	Nov 17, 2011 9:06 AM
7	Share airline-hotel package deals or begin to do so	Nov 16, 2011 11:13 PM
8	break into clear sections: events, news, sample itineraries, features on recreation options	Nov 16, 2011 10:01 PM
9	More great deals	Nov 16, 2011 8:46 PM
10	I'm pretty happy with it	Nov 16, 2011 7:50 PM
11	When one clicks on a link to find the cool deals it should all be there not clicking on another link and then another to get the pricing etc. For people on satellite, hubs and possibly sticks this is very time consuming	Nov 16, 2011 4:30 PM
12	Maybe feature a good place to eat but not \$30 or more per plate restaurants	Nov 16, 2011 4:10 PM
13	More bargain deals!	Nov 16, 2011 2:53 PM
14	links to partner sites	Nov 16, 2011 12:12 PM
15	reviews and menus of all restaurants in North Lake Tahoe	Nov 16, 2011 11:39 AM
16	It's all good.	Nov 16, 2011 11:34 AM
17	More giveaways or special lift ticket deals	Nov 16, 2011 11:16 AM
18	Provide more golf related material	Nov 16, 2011 11:14 AM
19	More true discounted offers and packages. Economical packages for families.	Nov 16, 2011 10:43 AM
20	More advance notice on events like Truckee Wine and Food Event	Nov 16, 2011 10:31 AM
21	I am going there for my honeymoon...so anything I need to know that is important but not so detailed that I lose interest...	Nov 16, 2011 10:31 AM

Page 2, Q9. What outdoor activities do you participate in?

1	Sledding and Skiing both water and snow	Nov 28, 2011 11:57 AM
2	leisure activities	Nov 26, 2011 9:58 AM
3	snowmobile and snowplay	Nov 24, 2011 10:54 AM
4	would do X-co ski but haven't done yet....I do other activities when I've been over the years	Nov 21, 2011 8:50 PM
5	gambling	Nov 19, 2011 5:29 PM
6	tennis,jogging,hunting,& fishing	Nov 18, 2011 11:38 AM
7	walking	Nov 17, 2011 8:42 PM
8	paintball, fishing, boating	Nov 17, 2011 6:32 PM
9	none	Nov 17, 2011 9:06 AM
10	walking	Nov 17, 2011 9:04 AM
11	Hot Springs!	Nov 17, 2011 2:11 AM
12	Fishing,picnics, scenery and photography	Nov 16, 2011 11:15 PM
13	none	Nov 16, 2011 9:59 PM
14	Dirt bikes, snowmobiles, horseback riding	Nov 16, 2011 8:46 PM
15	hiking	Nov 16, 2011 7:45 PM
16	boating, rafting, walking	Nov 16, 2011 5:28 PM
17	Snowmobiling	Nov 16, 2011 5:19 PM
18	disc golf at area courses that are set up for disc golf.	Nov 16, 2011 5:09 PM
19	rest and relaxation	Nov 16, 2011 4:57 PM
20	Site-seeing, driving	Nov 16, 2011 2:53 PM
21	beaches, swimming	Nov 16, 2011 2:40 PM
22	(disabled) wine tasting and people watching	Nov 16, 2011 12:50 PM
23	gambling	Nov 16, 2011 11:56 AM
24	relax	Nov 16, 2011 11:39 AM
25	Climbing	Nov 16, 2011 11:22 AM
26	sight seeing	Nov 16, 2011 11:20 AM
27	Disc golf, Swimming	Nov 16, 2011 11:16 AM

Page 2, Q9. What outdoor activities do you participate in?

28	site seeing, visiting all the surrounding towns around the lake	Nov 16, 2011 11:14 AM
29	Truckee area events	Nov 16, 2011 11:13 AM
30	Cultural events & festivals	Nov 16, 2011 11:08 AM
31	JETSKIING, SWIMMING, CAMPING	Nov 16, 2011 11:03 AM
32	swimming	Nov 16, 2011 10:44 AM
33	I work at my business	Nov 16, 2011 10:34 AM
34	Horse Drawn Sleigh Rides	Nov 16, 2011 10:31 AM
35	eating	Nov 16, 2011 10:30 AM
36	snow shoeing; dog-friendly hikes and eateries, etc	Nov 16, 2011 10:29 AM
37	4X4 rubicon trail	Nov 16, 2011 10:28 AM
38	beach	Nov 16, 2011 10:26 AM
39	fishing	Nov 16, 2011 10:24 AM

Page 2, Q10. What other activities are you interested in at North Lake Tahoe. Please check all that apply.

1	skiing	Nov 19, 2011 5:29 PM
2	wine festivals	Nov 17, 2011 8:42 PM
3	gambling/gaming	Nov 17, 2011 6:32 PM
4	donno	Nov 17, 2011 2:11 AM
5	gaming	Nov 16, 2011 9:59 PM
6	nothing	Nov 16, 2011 3:54 PM
7	sightseeing	Nov 16, 2011 2:12 PM
8	Ski Deals.	Nov 16, 2011 11:34 AM
9	PET BOARDING	Nov 16, 2011 11:03 AM
10	biking & hiking	Nov 16, 2011 10:53 AM
11	site-seeing	Nov 16, 2011 10:53 AM
12	Architectural tours of homes, buildings not usually open to the public	Nov 16, 2011 10:47 AM
13	I live in Tahoe City	Nov 16, 2011 10:43 AM
14	ski vacations	Nov 16, 2011 10:33 AM

Request for Proposals
For Advertising and Marketing Services



north lake tahoe

North Lake Tahoe Marketing Cooperative
PO Box 5459
Tahoe City CA. 96145

February 1, 2012

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1.0 INTRODUCTION

The North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau (The Agencies) are soliciting a Request for Proposal (RFP) with the intent of establishing an agency of record for various advertising and marketing services on behalf of the North Lake Tahoe Marketing Cooperative. The successful firm shall assist in the planning, development, creation and execution of various marketing and advertising programs in support of the established goals of the North Lake Tahoe Marketing Cooperative, the North Lake Tahoe Resort Association and the Incline Village Crystal Bay Visitors Bureau. Additionally, an approved qualified list of specialty agencies will be developed to assist in various projects in support of the North Lake Tahoe Marketing Cooperative.

Submit all inquires regarding this RFP to:

Andy Chapman
North Lake Tahoe Resort Association
PO Box 5459
Tahoe City, CA 96145
andy@PureTahoeNorth.com
Phone: (530) 581-8709
Fax: (530) 581-8709

2.0 BACKGROUND INFORMATION

2.1 The North Lake Tahoe Resort Association (NLTRA) is an association of related and coordinated services provided to our members and the community at large. These services include operation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The NLTRA has an agreement for services with Placer County. Through this agreement, the NLTRA receives Placer County Transient Occupancy Tax (TOT) funds to provide "*a full spectrum of management activities for tourism marketing and visitor services for businesses of the North Lake Tahoe area*". The NLTRA also serves as a partner with Placer County and other local organizations and agencies in the development and funding of infrastructure, transportation and strategic planning projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region. To guide its work, the NLTRA has developed and adopted the *North Lake Tahoe Tourism*

and *Community Investment Master Plan* (June 2004) which has also been adopted by the Placer County Board of Supervisors.

- 2.2 The Incline Village Crystal Bay Visitors Bureau (IVCBVB) is the public organization responsible for destination marketing for the North Shore, Nevada side of Lake Tahoe. Operating primarily from a percentage of lodging room tax collected by the Reno Sparks Convention and Visitors Authority allocated to the organization, the IVCBVB conducts advertising, promotions, public relations and special events programs to promote tourism for the Lake Tahoe portion of Washoe County, NV. The IVCBVB's mission is "*to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas*". The IVCBVB will offer the most current marketing and sales support, produce appropriate special events, publish targeted advertising and collateral, and provide visitor services and information.

- 2.3 The North Lake Tahoe Marketing Cooperative (NLTMC) is a cooperative agreement between the NLTRA and the IVCBVB to market and position the region as one tourism destination. The NLTMC is designed to present the North Lake Tahoe area under one brand umbrella, with one consistent creative execution, one call to action, and a single Web site for fulfillment and referrals to area businesses and constituents. The NLTMC is overseen by the Cooperative Marketing Committee consisting of 4 members from each entity. This committee, with input and direction from each organization, directs the implementation of the NLTMC marketing efforts.

- 2.4 Once selected, the agency of record will be contracted for a three year period to provide the scope of services outlined in **Section 5.0**. Additionally, a qualified list of specialty agencies will be approved and consultants may be contacted to provide a proposal for specific projects to meet the needs of NLTMC. The resulting qualified list of specialty agencies shall be in effect for a period of three years.

3.0 RFP SCHEDULE

The Agencies have established the following target dates for processing the RFP. The schedule for evaluation and award of this RFP is subject to change and can be affected by various intervening events.

Release Date	March 15, 2012
Qualified Proposals Due	April 16, 2012, 5pm
Evaluation and Interviews (if needed) by Selection Committee	April 25, 2012
Selection Committee Recommendation for Approval to NLTMC Committee	April 27, 2012
Execution of Agreement between the Successful Bidder and the IVCBVB and the NLTRA	May 15, 2012

4.0 REFERENCE MATERIALS

Reference materials can be found on www.GoTahoeNorth.com as well as www.nltra.org. Reference materials can be requested by contacting Andy Chapman, as listed in Section 1.0.

5.0 GENERAL SCOPE OF ANTICIPATED SERVICES

The Vendor, on behalf of the NLTMC, shall be capable of providing those services customarily performed by a full-service advertising agency. In the past, marketing and advertising activities have included image/brand promotion, print, broadcast, collateral production, internet marketing, Web development, media planning and placement among others. The successful Consultant will be required to provide professional consulting and other services upon request by the NLTMC. Such services may include, but are not limited to:

- **Advertising** – The ability to create and/or place advertising in print and electronic media that reflects an appropriate image of North Lake Tahoe. Media buying and trafficking should keep an eye toward developing partnerships/promotions with other clients and/or media outlets for the purpose of maximizing the exposure of, and minimizing the cost to, the NLTMC. The selected agency of record will be responsible for seeing commercial production through to completion (conceptualization, production and trafficking to select media outlets) whether that capability is proposed as an in-house arrangement or as

a sub-contractor arrangement. Agency will provide a full range of creative and account management skills and activities and must be familiar with many applications of advertising and design (i.e., commercial production, media buying/placement, direct mail, point of purchase, signage, etc.).

- **Brand Development** – Assist in the further development and evolution of the North Lake Tahoe brand identity. Agency to assist in the consistency of the North Lake Tahoe brand message throughout all forms of consumer marketing programs.
- **Electronic Production** – The ability to produce and reproduce high quality commercial productions. Including but not limited to cable TV, broadcast TV, radio, email broadcasts, and database communications.
- **Print Production** – The ability to produce and reproduce high quality print advertising for newspapers and magazines. This may include digital output, web and offset production.
- **Graphic/Website Design** – The ability to design and produce brochures, reports, advertising materials, website development, direct mail materials, and miscellaneous promotional materials. These designs will be required to maintain graphic integrity and continuity with the overall image and brand of North Lake Tahoe.
- **Market Research** – Assist in the development and implementation of various market research programs designed to provide insight into the effectiveness of the advertising and marketing campaigns.
- **New Initiatives** – Agency to advise the NLTMC on appropriate advertising and marketing opportunities that may help communicate the North Lake Tahoe brand message to our targeted audiences. Agency will also provide advice on other related communication, advertising and public relations matters, as requested by the NLTMC.

5.1 PROCEDURES AND PROTOCOLS

- The NLTMC or its designee will review and sign off on all projects and work prior to release or use. The NLTMC or its designee shall have complete and total approval of any proposed advertising plan or any part thereof and shall have the express rights to modify, change or delete all or any part of the plan at any time.
- The Consultant shall communicate the progress of work to the NLTMC through preparation and submittal of written status

reports, including anticipated project completion dates, and through periodic meetings with the NLTMC or its designee, at intervals as specified by the NLTMC.

- The Consultant shall promptly notify the NLTMC of events which have a significant impact on contract work, including (1) problems, delays or adverse conditions which will prevent the meeting of time or work schedules, and (2) favorable developments which will enable meeting time or work schedules sooner than anticipated.
- The Consultant shall agree that from time to time the NLTMC or its designee may provide copy or creative concepts for advertisements. In such cases, the Consultant shall perform those necessary functions identified herein for media placement of advertisements as directed and supplied by the NLTMC.
- Due to changing fiscal and economic conditions, the Consultant may be required to change, modify, or totally revise any or all of the above assignments including the advertising plan, the strategy and objectives, media schedules, budget allocations etc, as instructed by the NLTMC.
- The Consultant shall assist the NLTMC in maintaining a system for measuring the results of all advertising efforts, including tracking of responses from specific placed media.

6.0 PREPERATION OF SUBMITTAL – REQUIRED CONTENT

Each response to this RFP shall include the information described in this section. Failure to include all of the elements specified may be cause for rejection. Additional information may be provided, but should be succinct and relevant to the goals of the RFP. However, descriptions that tend to be excessive, not “to the point” or too wordy may not be considered favorably. Document pages shall be 8 ½” x 11” in size or folded to such a size.

All submittals shall contain the following elements, and in the order given:

- 6.1 **Cover Letter** with the following information
 - 6.1.1 Name and mailing address of your firm (include physical location in addition if mailing address is a PO Box).
 - 6.1.2 Contact person, telephone number, fax number and email
 - 6.1.3 A statement that the submitting firm will perform the services as described in this Scope of Services

- 6.2 **Signatory Requirement.** The Cover Letter must be signed by an officer empowered by the Consultant to sign such materials and thereby commit the Consultant to the obligations contained in the RFP response. Further, the signing and submission of a response shall indicate the intention of the vendor to adhere to the provisions described in the RFP. As such, submittals which are signed:
- 6.2.1 For a partnership, shall be signed in the firm name by a partner.
 - 6.2.2 For a corporation, shall have the correct corporate name thereon and the actual signature of the authorized officer of the corporation.
 - 6.2.3 By an individual doing business under a firm name, shall be signed in the name of the individual doing business under the proper firm name and style.
- 6.3 **Firm Description.** A description of the firm, including the year the firm was established, type of organization (partnership, corporation, etc.), and the number of employees. This section shall include the pertinent qualifications of personnel (including sub-contractors) to be used. An organizational chart shall be submitted depicting the project team proposed by the firm and resumes (no more than one page per person) for key personnel including length of service with the firm.
- 6.4 **Experience and Expertise.** Provide a summary of the firm's (including sub-contractors) experience as it relates to the required services. Respondents should clearly identify and address major areas of expertise (as identified in **Section 5.0**) for which they are responding and clearly demonstrates their expertise in said areas. Provide descriptions of previous projects that relate to the services required in this RFP. Identify each project by name and include a brief description of the project. Contractors or agencies with more than 5 years of experience in providing advertising and marketing services are preferred and may be scored higher in the Evaluation Criteria (**Section 7.0**).
- 6.5 **Methodology and Creative Abilities.** Provide a general methodology for accomplishing services you are capable of providing as described in **Section 5.0**. Provide a brief response for each that demonstrates an understanding of the key elements of the project as they relate to the services required herein including development and administration.

- 6.6 **Facilities and Resources.** Provide a complete description of your facilities including equipment, software/design programs and resources available to accomplish the tasks requested herein. Provide separate descriptions of sub-contractors facilities and resources to be used (if applicable).
- 6.7 **References.** List references, including current contact name and telephone number for at least three different relevant projects. Reference should be individuals who have direct experience with the Contractor on the project cited. References will be contacted for information relating to the preceding sections as well as reliability information.
- 6.8 **Price Schedules.** Provide a complete fee schedule for all services to be delivered including hourly rates for all proposed staff (Attachment A). The fee schedules provided in the response shall be the maximum rates to be charged during the first year of the effective period of the agency of record contract and qualified list. Any requests for rate increases after the first year shall be submitted in writing to the NLTMC or its designee no less than 30 days in advance of such a rate increase, and shall not exceed an increase of over 5% from prior year.
- 6.9 **Required Statements.** Include statements of assurance regarding the following requirements: Non-substitution for the designated members of the team without approval by the NLTMC (Section 9.0), non-conflict of interest (Section 11.0), and non-collusion (Section 12.0).

7.0 **SUBMITTAL INSTRUCTIONS**

- 7.1 One original and four (4) copies of the RFP shall be received no later than the date and time indicated in Section 3.0 at the office of the North Lake Tahoe Resort Association, 100 North Lake Blvd., Second Floor, Tahoe City, CA 96145 or at PO Box 5459, Tahoe City CA, 96145.
- 7.2 Submit Attachment A – Price Schedule with a complete listing of services and associated fees.
- 7.3 RFP's submitted to a location other than the above will not be considered duly delivered or timely. Neither the NLTRA nor the IVCBVB will be responsible for re-routing RFP's delivered to a person of location other than the specified above.
- 7.4 Late RFP's shall not be accepted under any circumstance.

- 7.5 Cost of preparation of RFP will be borne by the offerors.
- 7.6 The Agencies reserve the right to waive minor defects and/or irregularities in submittals, and shall be the sole judge of the materiality of any such defect or irregularities.

8.0 **EVALUATION CRITERIA**

Each submittal will be rated using the following criteria and scoring:

Experience and Expertise (Section 6.4)	30%
Methodology and Creative Abilities (Section 6.5)	30%
Facilities and Resources (Section 6.6)	25%
Cost (Attachment A)	15%

9.0 **SELECTION PROCEDURE**

- 9.1 RFP's will be reviewed for responsiveness and responsive submittals further be screened by an evaluation committee in accordance with the criteria listed above. The firms submitting the most highly rated responses may be invited for interviews.
- 9.2 The Agencies reserve the right to make an award without further discussion of the submittal with the offeror(s). Therefore, the RFP should be submitted initially on the most favorable terms that the responding firm may propose.
- 9.3 The Agencies reserves the right to award a contract to the firm(s) who, in the sole judgment of the Agencies, provides the most favorable response(s) to the RFP pursuant to the Evaluation Criteria listed above.
- 9.4 The Agencies reserve the right to reject any or all RFP's, or to waive minor irregularities in said RFP's, or to negotiate minor deviations with the successful firm(s).
- 9.5 The selection committee will be made up of members of the North Lake Tahoe Marketing Cooperative, a committee made up of members of both the NLTRA and the IVCBVB.

10.0 **ASSURANCES OF DESIGNATED TEAM**

Responding firms shall assure that the designated staff, including sub-contractors, is used for the work described in the RFP. Departure or

reassignment of, or substitution for, and member of the designated team or sub-contractors shall not be made without prior notification to Agencies.

11.0 NON-APPROPRIATION

The Agencies may terminate any resulting contract at the end of any fiscal year, June 30th, without further liability other than payment of debt incurred during such fiscal year, should funds not be appropriated by each governing body to continue services for which the contract was intended.

12.0 CONFLICT OF INTEREST

The consultant shall warrant that no official or employee of the Agencies has an interest, has been employed or retained to solicit or aid in the procuring of the resulting contract, nor that any such person will be employed during the performance of such contract without immediate divulgence of such fact to the Agencies.

13.0 NON-COLLUSION

Firms submitting proposals shall warrant that their offer is made without any previous understanding, agreement or connection with any person, firm or corporation submitting a separate proposal for the same project and is in all respects fair, without outside control, collusion, fraud or otherwise illegal action. This condition shall not apply to proposals which are submitted by firms who have partnered with others to submit a cooperative proposal that clearly identifies a primary contractor and the associated sub-contractors.

14.0 ADDITIONAL SERVICE

Consultant agrees that from time to time the Agencies, independently and separately, may require additional services to be performed that our outside of this contract with the NLTMC. These services will be estimated and billed separately.

15.0 DISCLOSURE OF PRINCIPALS

Firm will complete and return with their proposal response, the single copy of the form entitled "Disclosure of Principals" located at the back of this RFP.

16.0 OPEN MEETING LAW

NRS Chapter 241 provides that public business will be conducted in compliance with open meeting law requirements.

17.0 ATTACHMENTS

- Attachment A – Price Schedule
- Attachment B – List of Sub-Contractors
- Attachment C – Client List/References
- Attachment D – Disclosure of Principals